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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

77-1855/1

20 JUL 1977

MEMORANDUM FOR: Planning Board Principals

SUBJECT: Standardized Community Collection Strategy Report

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1. [ ] The appended draft specification for a standardized Community collection strategy report is forwarded for your comment. It is specifically designed for use in potential warning and crisis situations, such as the recent Greece-Turkey and Egypt-Libya contexts, but may have broader application. While it is recognized that situations differ, I consider it desirable that we establish common procedural ground rules to insure that:

a. collection strategies are sufficiently comprehensive and detailed to serve as effective top-level management and decision-making tools;

b. they address relevant collection capabilities on an integrated basis across the spectrum of available systems and sources;

c. their preparation provides a medium for closer interaction between analysis (production) and collection; and

d. that the process of strategy development, which inherently involves many Community elements, be facilitated by the availability of common terms of reference.

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2. [ ] Please forward your comments to John McMahon within the next two weeks. If indicated, a discussion session will be scheduled at a forthcoming Planning Board meeting.

/s/ Stansfield Turner

STANSFIELD TURNER

Attachment  
As Stated

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MEMORANDUM FOR:

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SUBJECT: Proposed Standardized Community Collection  
Strategy Report

The outline of the proposed Collection Strategy Report to be used in crisis situations produced by the IC Staff is an example of the kind of systemization that gums up an otherwise efficient, swift-reacting intelligence apparatus. By the time the proposed collection strategy report was written, the crisis would have passed. A well-informed NIO or National Collection Officer would know intelligence shortcomings and potentialities. He should be able to sharpen all-source reporting to cope with a crisis situation by making a few telephone calls to start machinery in motion.

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D R A F T  
27 July 1977

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MEMORANDUM FOR:

FROM: Assistant National Intelligence Officer for  
Strategic Programs

SUBJECT: Standardized Community Collection Strategy Report

1. Collection strategies should be prepared in advance for on-the-shelf use as contingency plans.

2. My experience with crisis actions indicates that tasking of collectors and producers, organizing people--the doing, will be dictated by the experience and the good judgment of those involved. The key people will not have time to go through the laborious process of preparing a collection strategy. Except for slowly developing situations or ones that can be foreseen in advance (like reactions to planned US actions) this form of collector-generated project is a loser.

3. The problem for those responsible for substantive evaluation in a crisis situation is that the collection apparatus is too clumsy, has too much inertia. The collectors, during the 1973 Middle East crises, changed some collection systems without the knowledge of those responsible for substance.

4. We need a plan for collection action in every crisis. But the scheme for developing it must be more flexible.

--An elaborate contingency plan for potential crisis situations and those we know are coming should be developed--perhaps something like the one proposed in the attached memo.

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D R A F T

SUBJECT: Standardized Community Collection Strategy Report

--A flexible action plan for rapidly developing situations or those unforeseen is needed, one which would envision phases of action--immediate needs and emergency actions, short-term (week) actions and longer term actions considering a range of possible developments.

5. Moreover, the attached proposal seems to be oriented to the immediate crisis area. Experience dictates that the status of Soviet (or other major potential participants in the crisis) are as important, or moreso, than what is going on in the area immediately affected. This was true in the Middle East crisis, Line Backer, India-Pakistan, etc. This requirement involves hard collection choices in some cases, but the strategy format does not seem to account for that. (In Vietnam it was a struggle to get the collection assets in the right places because of the Washington level collection bureaucracy.)

6. The collection problems change markedly in the course of developments in a crisis. One which comes upon us suddenly is likely not to be such that a strategy like the one proposed could prove very useful. My expectations are that in a major crisis involving US forces the single authority for the tasking of collection assets will shift to the Pentagon, by passing the collection committee mechanism. Thus, if the collection managers are going to manage they have to give promise of making things simple. As a strategy for all occasions, the proposal does not hack it.

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